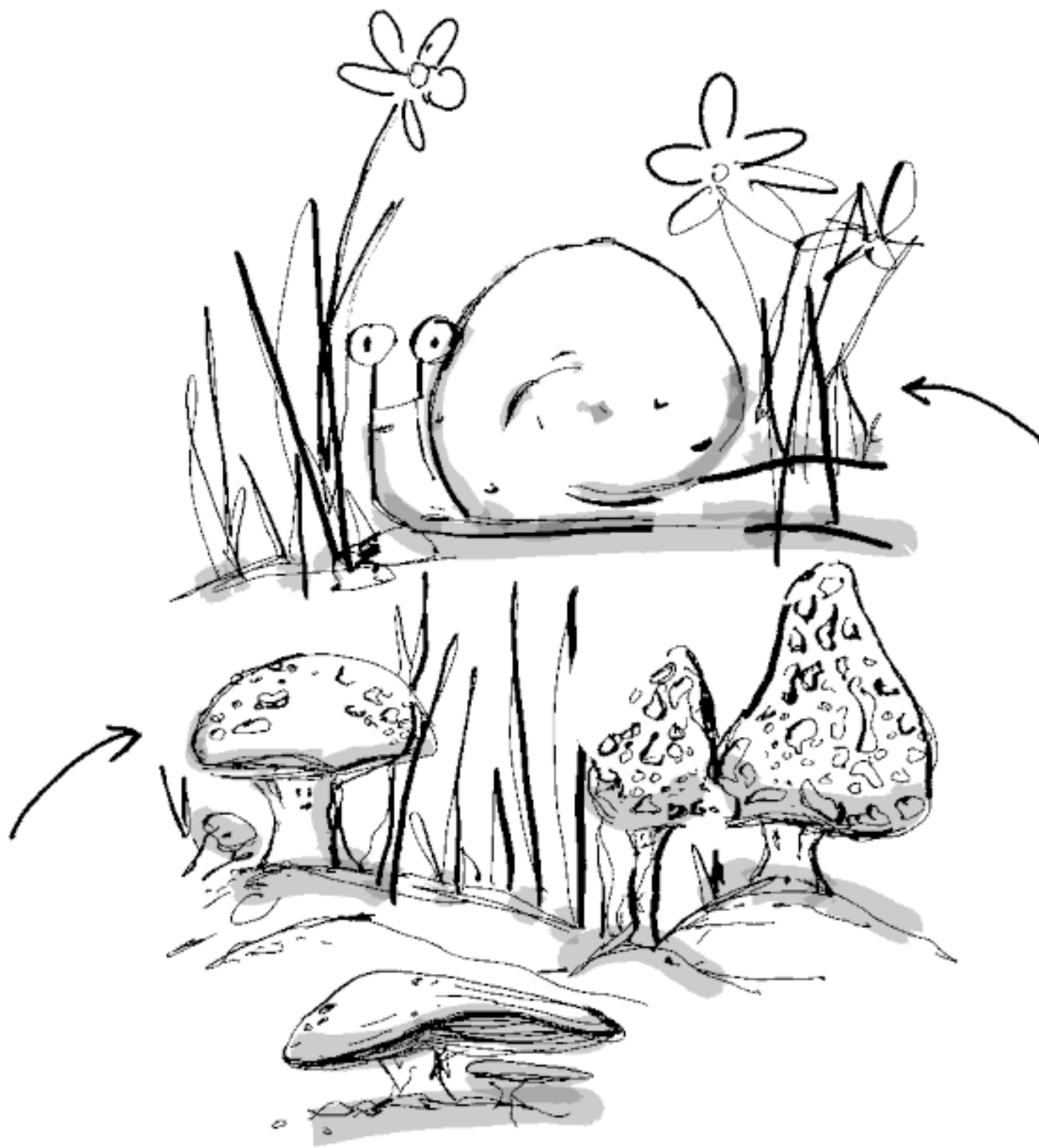


# HOW TO NAVIGATE A COMPLEX ORGANIZATION

A VISUAL GUIDE

**OREN GOLAN**



**ALEX PRUKS**

# PREVIOUS NAMES

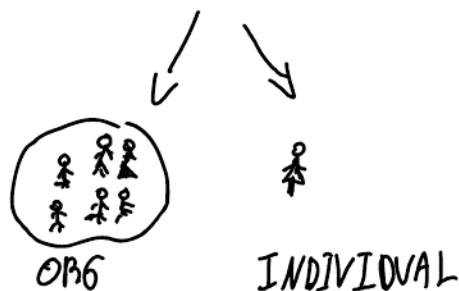
- 1 HOW TO BUILD  
AN ADAPTIVE  
ORGANIZATION
  - 2 HOW TO CHANGE  
A COMPLEX  
ORGANIZATION
  - 3 HOW TO NAVIGATE  
A COMPLEX  
ORGANIZATION
  - 4 ?
- ←  
CURRENT

# WHAT YOU WILL LEARN?

1. DESCRIBE WHAT AN **ADAPTIVE CHALLENGE** IS.
2. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS **LEVERAGES** YOU CAN USE.
3. MATCH MECHANISMS TO CHALLENGES USING THE **CYNEFIN** FRAMEWORK.
4. ADAPT TO COMPLEX CHALLENGES USING **WARDLEY MAPS**.

# WHAT IS YOUR ORG ADAPTIVE CHALLENGE?

1. REQUIRE ADAPTATION AND LEARNING



2. UNCERTAIN
- 
- A diagram showing the word 'UNCERTAIN' followed by two arrows pointing to the words 'PROBLEM' and 'SOLUTIONS' stacked vertically.

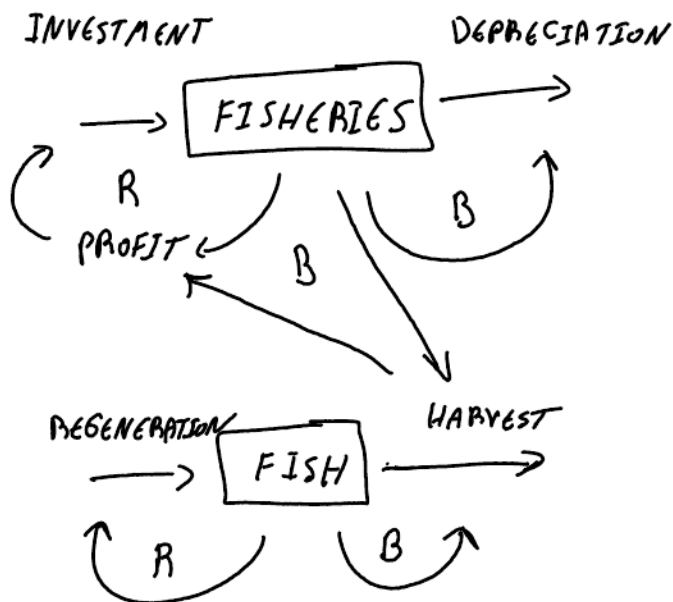
3. PARADOX / TENSION



AGENDASHIFT

# EXAMPLE: RESILIENCY OF LIFE

## BLUEFIN TUNA



## CAUSES OF NON SUSTAINABLE SYSTEM

MENTAL MODEL / GOALS (GROWTH)

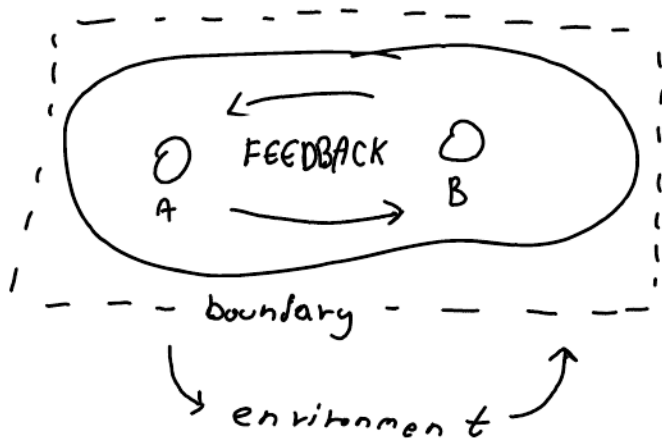
TECHNOLOGY (SONAR)

MARKETS (PRICES VISIBLE)

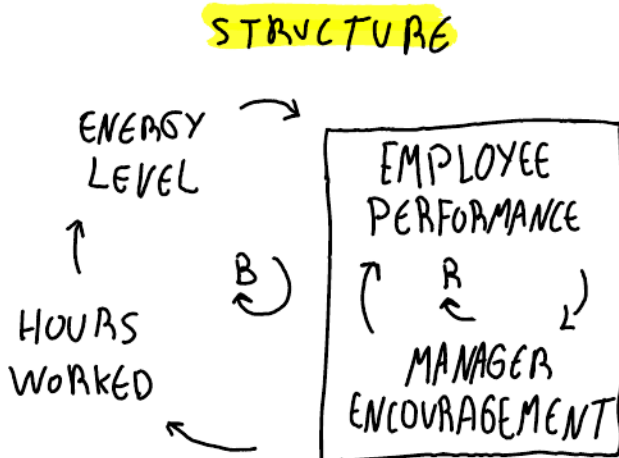
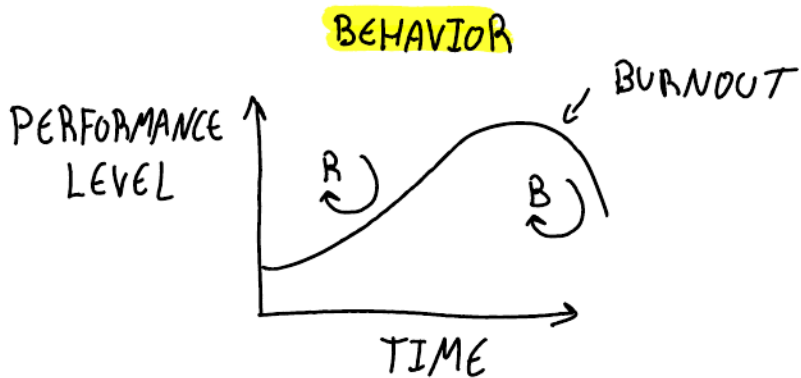
GOVERNMENT (HELP FISHERIES)

# SYSTEM

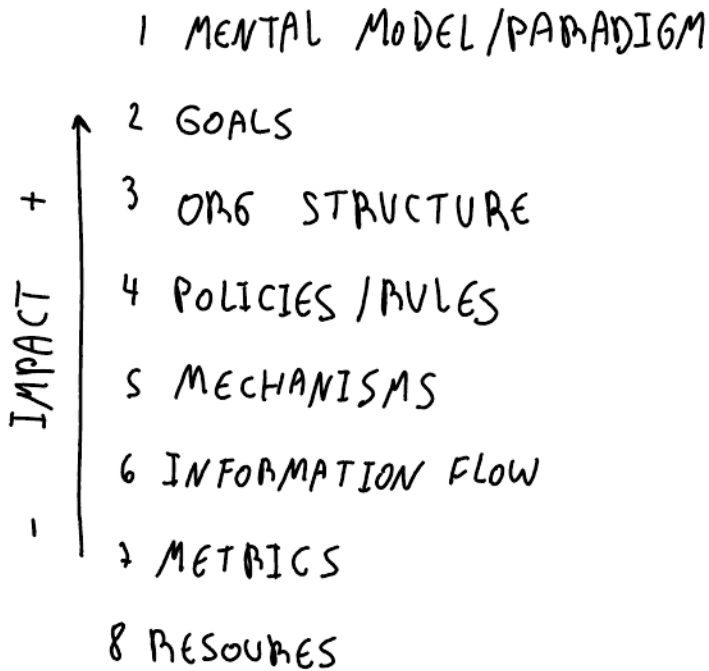
"A SET OF THINGS WORKING TOGETHER  
AS PART OF A MECHANISM OR AN  
INTERCONNECTING NETWORK"



# FEEDBACK LOOPS



# LEVERAGES



THINKING IN SYSTEMS



# TRAPS

1. POLICY RESISTANCE
2. TRAGEDY OF THE COMMONS
3. SEEKING THE WRONG GOAL
4. DRIFT TO LOW PERFORMANCE
5. ESCALATION
6. SUCCESS TO THE SUCCESSFUL
7. ADDICTION
8. RULE BEATING

THINKING IN SYSTEMS

# TRAP 1

POLICY RESISTANCE  
(FIXES THAT FAIL)

## EXAMPLES:

UNSUPPORTED LIBS, ROMANIA, WARS ON DRUGS

## THE WAY OUT:

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

# TRAP 2

TRAGEDY OF THE COMMONS

## EXAMPLES:

FISH, FOSSIL FUELS, POPULATION GROWTH

## THE WAY OUT:

EDUCATE, DIVIDE THE SHARED RESOURCE,  
REGULATE THE COMMON

THINKING IN SYSTEMS

# TRAP 3

SEEKING THE WRONG GOAL

## EXAMPLES:

GDP DOES NOT COUNT FOR WELFARE, EQUITY,  
JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

## THE WAY OUT:

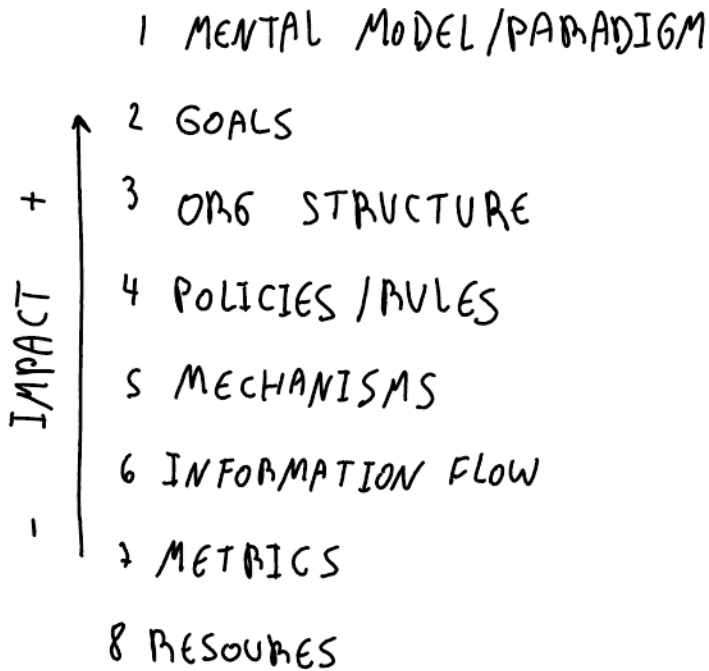
SET GOALS THAT REFLECT THE REAL WELFARE  
OF THE SYSTEM

THINKING IN SYSTEMS

# WHAT CAN YOU DO?

1. CHANGE THE DIRECTION OF YOUR ORG BY EXPOSING THE VARIOUS LEVERAGES YOU CAN USE.
2. MATCH MECHANISMS TO CHALLENGES USING THE CYNEFIN FRAMEWORK.
3. ADAPT TO COMPLEX CHALLENGES USING WARDLEY MAPS.

# LEVERAGES

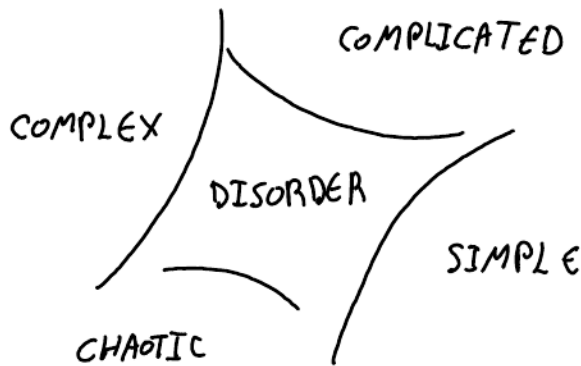


THINKING IN SYSTEMS

# CYNEFIN

A FRAMEWORK FOR NAVIGATING  
UNCERTAINTY

UNPREDICTABLE WORLD



PREDICTABLE WORLD

DAVE SNOWDEN

# Complex

Probe - Sense - Respond

## Emergent Practice

Enabling Constraints

DISARM  
CONFLICT

run a  
company

INCREASE  
INNOVATION

PARENTING

# Complicated

Sense - Analyse - Respond

## Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

# Chaotic

Act - Sense - Respond

## Novel Practice

No effective Constraints

ROLL BACK

building on  
fine

PRODUCTION  
SERVERS  
ARE DOWN

# Simple

Sense - Categorise - Respond

## Best Practice

Fixed Constraints

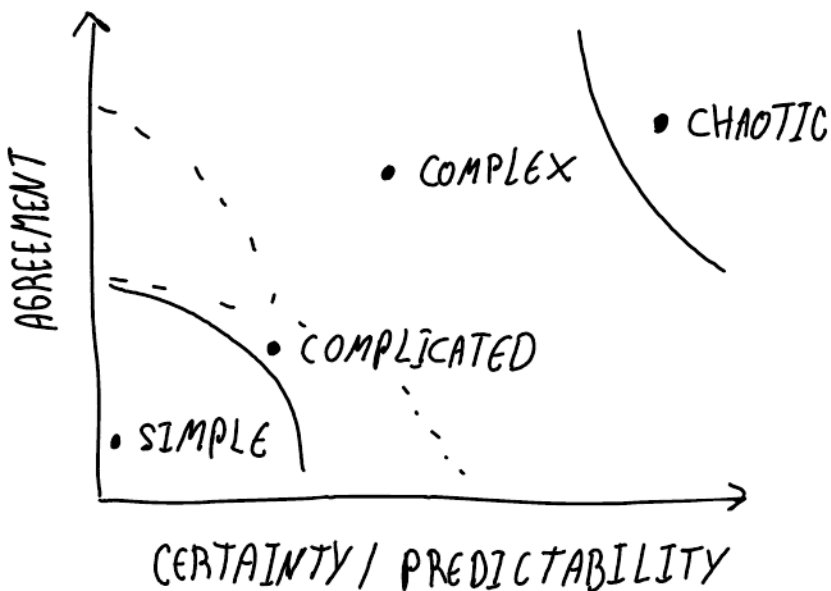
follow  
cooking  
recipe

CHARGE  
PHONE



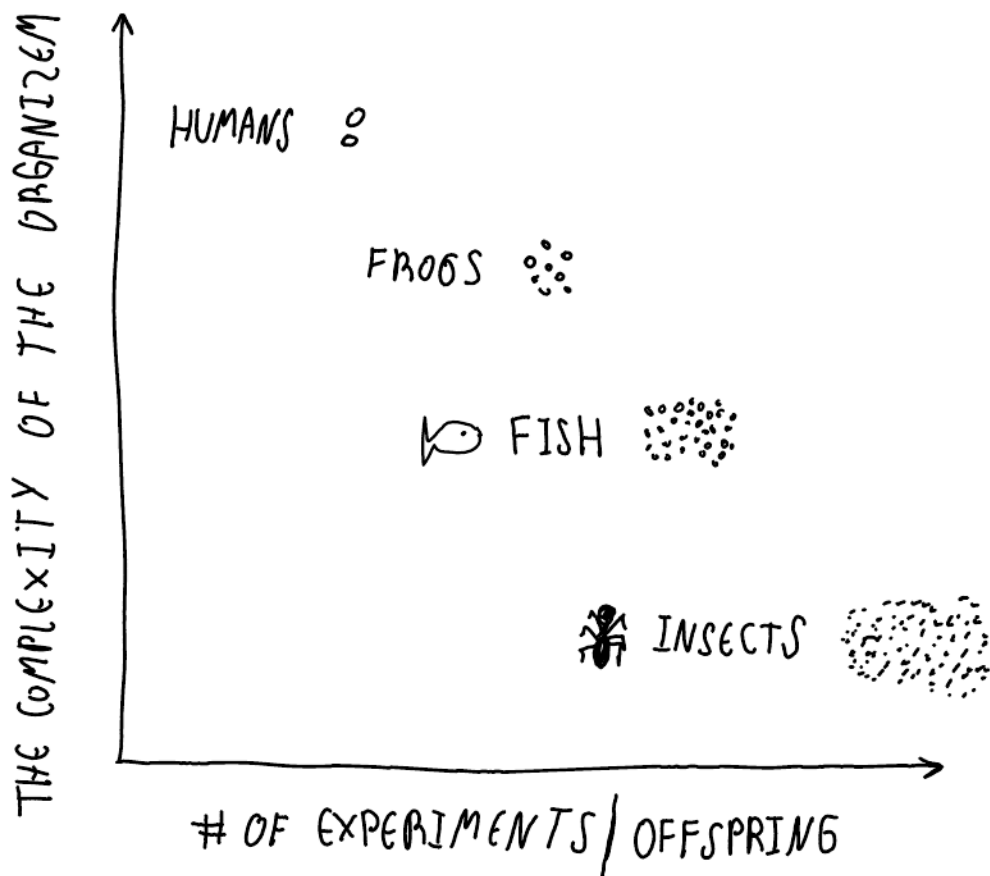
# SORT YOUR ORG CHALLENGES

45 MIN WORKSHOP: AGREEMENT &  
CERTAINTY MATRIX



LIBERATING STRUCTURES

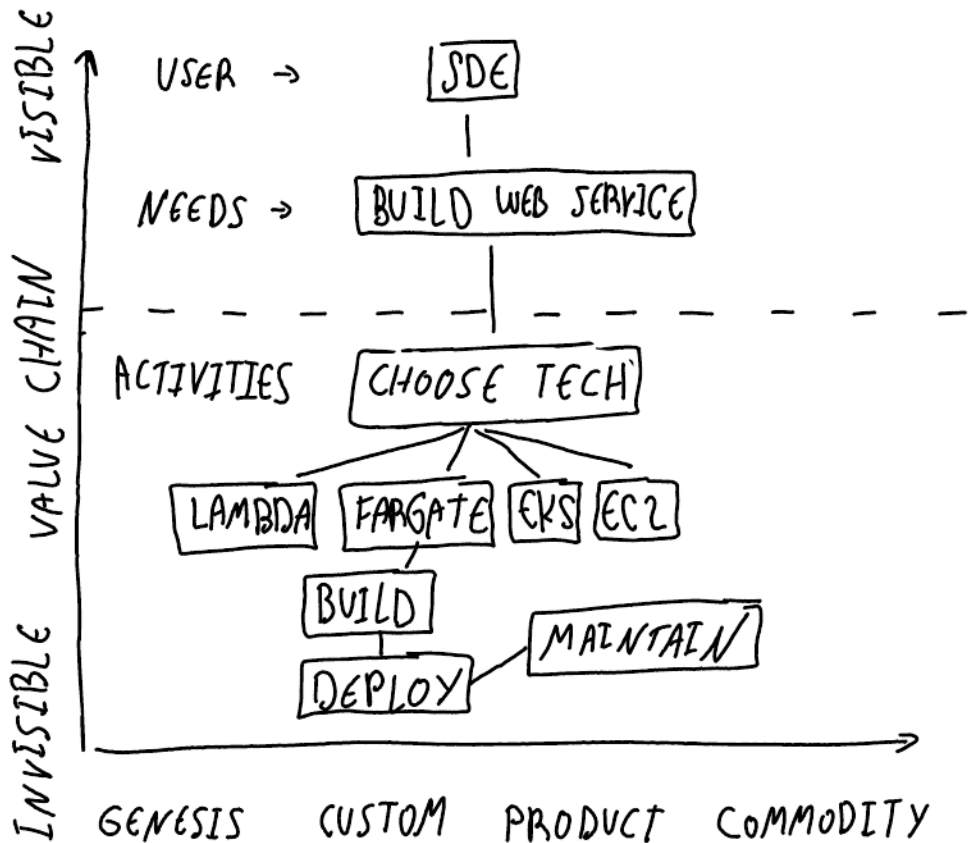
# HOW MANY EXPERIMENTS



MAKING THINGS WORK

# WARDLEY MAPS

TOPOGRAPHICAL INTELLIGENCE IN BUSINESS



SIMON WARDLEY

# RESOURCES

## Books:

- THINKING IN SYSTEMS
- MAKING THINGS WORK
- GOOD STRATEGY BAD STRATEGY
- TEAM OF TEAMS
- AGENDASHIFT
- TURN THE SHIP AROUND
- CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS
- IMMUNITY TO CHANGE: HOW TO OVERCOME IT AND UNLOCK POTENTIAL IN YOURSELF & YOUR ORGANIZATION
- AN EVERYONE CULTURE: BECOMING A DELIBERATELY DEVELOPMENTAL ORGANIZATION

# RESOURCES

## OTHER:

WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

LIBERATING STRUCTURES

OPEN.GITHUB.IO

# ADVISORS

AJ BUBB

PATRICK

BETHANY OTTO

PHIL GOCHENOUR

BOAZ PORATH

RAN BARBON

JASON KESSLER

RIC MCLAUGHLIN

JORDAN RAYFIELD

THOMAS LUNDBY

KEVIN WANG

NAT NATARAJAN

# COVER ART

NATALIE KEVORK

